

# Lectra Human Resources Policy

Lectra is committed to having a **positive long-term impact** on its external stakeholder landscape, as demonstrated by the Group’s sustainability commitments, guided by **three founding principles**:



Lectra’s Human Resources Policy reflects the second principle: **Talent**.

At Lectra, we firmly believe that the sustainable growth of our Group relies first and foremost on the **quality and expertise of our teams**.

## Our 3 core values

- 01  
Think with open minds
- 02  
Act as trusted partners
- 03  
Innovate with passion

The core principles we are committed to upholding include:

- The Universal Declaration of Human Rights
- The United Nations Convention on the Rights of the Child
- The OECD Guidelines to which France adheres, among others
- The 10 principles of the United Nations Global Compact
- Regulatory, social and tax obligations in effect in countries where the Group operates

Our commitment to respecting and applying the provisions of the fundamental conventions of the International Labour Organization (ILO) covers the following areas:

- Eradication of child labor
- Ending all forms of forced or compulsory labor
- A safe and healthy working environment
- Ending discrimination in employment and job opportunities
- Freedom of association and recognition of the right to collective bargaining



To help employees live up to these principles, Lectra has also shared a **Code of Ethics**.

## Our three **Strategic ambitions**

1.

### **Strengthen** Lectra's attractiveness

Lectra aims to offer its employees a high-quality experience, excellent working conditions, and professional development opportunities within an environment that promotes inclusion, diversity and equal opportunity throughout their careers.

To attract and develop tomorrow's talent, Lectra:

- **Continuously improves its recruitment process**
- **Encourages internal mobility whenever possible**
- **Enhances the employee experience throughout the entire journey at Lectra**

Lectra is also committed to supporting future professionals in the fashion industry by providing students and schools with software licenses.

3.

### **Develop** future skills and capabilities

Lectra continuously invests in talent development and supports employees' career progression to help them acquire new skills—particularly in SaaS and AI—enabling them to adapt, innovate, and stay ahead in a constantly evolving environment.

Lectra is committed to:

- **Supporting employees in developing their skills**
- **Recognizing and valuing their performance**
- **Developing internal talent and preparing successors**

2.

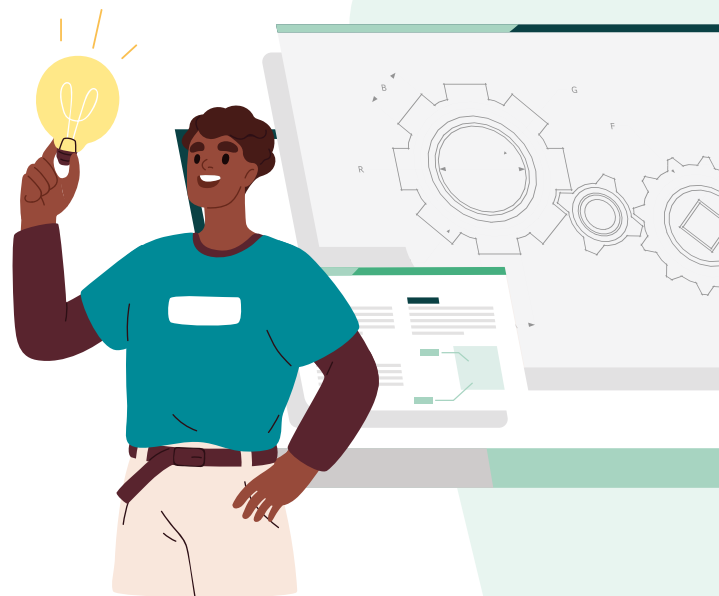
### **Make corporate culture** the foundation of successful transformation

In response to transformation challenges—transition to SaaS, acquisitions, international expansion—Lectra has forged a strong, unified corporate culture, the Lectra Way, to support the execution of its strategy and strengthen the Group's ability to achieve sustainable transformation.

More than a simple statement of values, the Lectra Way is a collective mindset that serves as a behavioral compass for all employees. Developed for and with them, this shared culture deployed globally through common principles fosters cohesion, engagement and agility.

In concrete terms, the **Lectra Way**:

- **Supports and strengthens Lectra's transformation**
- **Integrates teams from past and future acquisitions into the Group**



**“Our human resources policy is part of a clear objective: to grow engaged and high-performing teams, by attracting the best talent, developing their skills, and creating a strong and unified culture to support our transformation on a global scale.”**

Philippe de Virieu, Senior Vice President Human Resources

## Artificial Intelligence – a key driver of efficiency

At Lectra, integration of artificial intelligence (AI) across the Group is a key driver for transforming processes and improving internal efficiency. AI tools are being adopted to reduce repetitive and manual tasks, thereby increasing productivity and boosting innovation capacity, with a focus on high-value and creative activities.

Beyond cost reduction, AI is driving growth and innovation.

This transformation is built around two core priorities:

- **Accelerating the internal adoption of AI assistants now available to all employees**
- **Encouraging the rapid experimentation of practical, high-impact AI use cases**

In a constantly evolving business climate, Lectra has a responsibility to support its employees and provide a future-oriented work environment.



## A policy for all teams

Lectra's Human Resources Policy applies to all teams across all regions worldwide.

By investing in skills, strengthening its corporate culture, and deploying artificial intelligence as a driver of transformation, Lectra is building the foundations of an agile, high-performing, and sustainable organization.

**“Our role in human resources is to create an environment where every employee can develop, thrive and contribute fully to Lectra's transformation.”**

**Philippe de Virieu,**  
Senior Vice President Human Resources

